

EXCELLENCE ASSURED BEFORE,  
DURING AND AFTER TRAINING

# HOSHIN KANRI PRACTITIONER



Best- in - class Global Recognition  
and Acceptance

# Benchmark Six Sigma programs

*facilitating excellence globally since 2001*

Launched 2001

01

Lean Six Sigma Green Belt  
*problem solving/ decision making*

Launched 2003

02

Lean Six Sigma Black Belt  
*problem solving/ decision making*

Launched 2007

03

Business Excellence MBB  
*strategic support to leadership team*

Launched 2003

04

PMP Training  
*project management*

Launched 2007

05

Lean Practitioner & Guide  
*advanced lean for eliminating waste*

Launched 2008

06

Creativity & Innovation  
*inventive problem solving*

# Benchmark Six Sigma programs

*facilitating excellence globally since 2001*

Launched 2007

07

AHP Practitioner

*selecting from alternatives*

Launched 2003

08

Business Value Analyst

*putting TOC to good use*

Launched 2013

09

PM Champion

*project management certification*

Launched 2014

10

Business Modelling Expert

*simulation for business results*

Launched 2014

11

DFSS Black Belt

*designing new products/ processes*

Launched 2018

12

Strategic RPA Practitioner

*robotic process automation*

# Benchmark Six Sigma programs

*facilitating excellence globally since 2001*

Launched 2018

**13**

**Business Analytics Foundation**  
*basics of business analytics*

Launched 2020

**14**

**Data Visualization Practitioner**  
*data visualization*

Launched 2020

**15**

**Excellence in CI Leadership**  
*engaging cross functional teams*

Launched 2020

**16**

**Design Thinking**  
*creative & critical thinking*

Launched 2020

**17**

**Business Analytics Expert**  
*advanced data analytics*

# Hoshin Kanri Practitioner



## What is Hoshin Kanri Practitioner?

- Hoshin Kanri Practitioner is a course designed to teach leaders, change agents and improvement practitioners “How to Implement Hoshin Kanri”. Hoshin Kanri is a superior approach for strategy deployment and execution. It combines strategy execution and continuous improvement methodologies into a complete business execution system.
- The course provides a rare opportunity to learn from a Hoshin Expert / Lean Sensei, using best-practices, tools, tips and tricks not found in literature. It is ideal for individuals seeking career development, particularly those within organizations which require greater strategic focus, alignment and execution capability.

# Background



**Innovation is rewarded, but execution is worshipped.**

- Hoshin Kanri approach aims to ensure that insight and vision are not forgotten and ignored as soon as planning activities are over. It aims to guarantee that planning documents, once finalized, are kept alive and acted on daily, and not shelved as soon as they have been completed. It aims to prevent the daily quota of fire-fighting, unplanned 'strategic' meetings, and quarterly bottom-line pressures taking precedence over the really strategic plans.

# WHO SHOULD GO FOR HOSHIN KANRI PRACTITIONER?



## THOSE IN DECISION MAKING ROLES

CXOs, Executives, VPs, Operations Leader, Strategy Officers, General Managers



## LEAN AND SIX SIGMA PRACTITIONERS

Green Belts, Black Belts, Master Black Belts, CI leaders, etc.



## MID-LEVEL MANAGEMENT

Facilitators, Change Management Professionals, Strategy Managers, HRs supporting senior leaders



# Objectives



- Understand the key concepts of Hoshin Kanri
- Learn how Hoshin is different from other strategy execution models
- Discover how to develop organizational focus & context and find "true north"
- Build the plan, cascade priorities, implement actions, and manage non-execution
- Hands-on simulations, exercises and facilitation techniques to implement Hoshin Kanri
- Leadership strategies to manage resistance and instill an 'execution' culture
- Overview of 'tools, tips & templates' not found in Hoshin literature
- Make new professional connections and have lots of fun!



# Our clients

- Boeing, Seattle, USA



- P&G, Cincinnati, USA



- Google, India



- Diageo, Europe



- We work with top clients in 50+ Industries.
- Please check 88 client images and feedback by clicking [here](#)

# Training Package

- COURSE MATERIAL KIT (TEMPLATES & GUIDES)
- EXAMPLES AND EXERCISES FOR PRACTICE AND ANALYSIS
- 12 HOURS OF INSTRUCTOR-LED ONLINE TRAINING
- EXERCISES AND SUBMISSIONS. (70% OF ASSESSMENT)
- ONLINE TEST TO CONFIRM UNDERSTANDING (30% OF ASSESSMENT)
- GLOBALLY RECOGNIZED CERTIFICATE WITH LIFETIME VALIDITY

## Salient Features

- 12 PDUS FOR PMI CREDENTIAL
- GLOBALLY RECOGNIZED BENCHMARK SIX SIGMA CERTIFICATE
- MEMBERSHIP OF LARGEST BUSINESS IMPROVEMENT COMMUNITY

# Outline



## PART 1 - FOUNDATIONAL TOPICS

### 1. THE KAIZEN PHILOSOPHY

- AN IMPORTANT HISTORY OF TOYOTA AND KAIZEN
- TRADITIONAL VS. BEST-IN-CLASS COMPANIES
- INNOVATION VS. CONTINUOUS IMPROVEMENT
- CREATING AN IMPROVEMENT (KAIZEN) CULTURE

### 2. THE EXECUTIVE LEADERSHIP DILEMMA

- THE ULTIMATE GOAL FOR C-LEVEL EXECS
- KEY CHALLENGES AND ISSUES TO OVERCOME
- IMPROVING TODAY TO FUEL TOMORROW

## PART 2 – INTRO TO HOSHIN KANRI

### 1. OVERVIEW OF HOSHIN KANRI

- WHAT IS HOSHIN AND WHAT DOES IT DO?
- WHY USE IT AND HOW IS IT DIFFERENT?
- BREAKTHROUGHS VS. BUSINESS FUNDAMENTALS
- HOW DOES HOSHIN COMPARE TO OTHER MODELS?

### 2. KEY PRINCIPLES OF HOSHIN KANRI

- THE PDCA APPROACH IN HOSHIN
- LEARNING TO “GRASP THE SITUATION” (GTS)

# Outline



## **PART 3 - PLANNING**

### **1. BUILDING THE “MACRO” PLAN (5-10+ YEARS)**

- VISION, MISSION, AND VALUES
- COMPELLING VS. MODERN DAY HOSHINS
- THE LEADERS ROLE IN DEFINING REALITY
- EXERCISE: BUILDING FOCUS AND CONTEXT

### **2. DEFINING BREAKTHROUGHS (3-5 YEARS)**

- CONVENTIONAL PLANNING VS. HOSHIN
- BREAKTHROUGH VS. DAILY MANAGEMENT
- MAKING YOUR STRATEGIC “BIG” BETS

## **PART 4 - DEPLOYMENT**

### **1. CASCADING PRIORITIES (ANNUALLY)**

- SHIFTING FROM PLANNING TO DEPLOYMENT
- CLARIFYING OBJECTIVES AT ALL TEAM LEVELS
- ACCOUNTABILITY / X-MATRIX – GOOD VS. BAD

### **2. THE “CATCHBALL” PROCESS FOR ALIGNMENT**

- FUNCTIONAL LEADERS VS. KEY THINKERS
- CATCHBALL THROUGH THE LEVELS OF AN ORGANIZATION
- 4 WAYS TO CONDUCT “CATCHBALL” DISCUSSIONS

# Outline



## **PART 5 - EXECUTION & REVIEW**

### **1. ACTION PLANS (APS) AND IMPLEMENTATION**

- **PRIORITIZATION AND SEQUENCING**
- **CONVENTIONAL AND KPI LINKED ACTION PLANS**
- **DEVELOPING STRATEGY EXPERTS USING A3 THINKING**

### **2. MANAGING NON-EXECUTION**

- **4 LEVELS OF HOSHIN REVIEW**
- **KPI DEFINITION SHEETS & BOWLER CHARTS**
- **COUNTERMEASURES AND ROOT CAUSE CORRECTIVE ACTION**

## **PART 6 - AVOIDING PITFALLS & SUMMARY**

### **1. HOSHIN LEADER FRAMEWORK ESSENTIALS (TOOLKIT)**

- **SECRET TO BUILD AUTHENTIC RELATIONSHIPS**
- **DELIVERING NEGATIVE FEEDBACK WITH EASE**
- **BEHAVIOURAL STYLES & EFFECTIVE COMMUNICATION**
- **LEADING EFFECTIVE CHANGE MANAGEMENT**

### **2. CLOSE OUT AND SUMMARY**

- **KEY ASSUMPTIONS AND LIMITATIONS OF HOSHIN**
- **ROLE OF THE HOSHIN SPONSOR / OWNER**
- **THE EFFECTS OF CHANGE**
- **FOLLOW THE "3 R'S" TO MAKE IT HAPPEN**

# Get in Touch

We will be happy to answer your questions



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Be Inspired

**"MANY BUSINESS LEADERS  
SPEND VAST AMOUNTS OF TIME  
LEARNING AND PROMULGATING  
THE LATEST MANAGEMENT  
TECHNIQUES. BUT THEIR  
FAILURE TO UNDERSTAND AND  
PRACTICE EXECUTION NEGATES  
THE VALUE OF ALMOST ALL  
THEY LEARN AND PREACH.  
SUCH LEADERS ARE BUILDING  
HOUSES WITHOUT  
FOUNDATIONS."**

-- LARRY BOSSIDY --

